

# West Yorkshire Police Estates Strategy 2015 - 2020



Office of the  
Police & Crime  
Commissioner  
West Yorkshire



**WEST YORKSHIRE  
POLICE**

# Foreword



**Mark Burns-Williamson**  
West Yorkshire  
Police and Crime  
Commissioner

We face significant challenges here in West Yorkshire as we continue to work alongside others to meet the shared outcome of making sure our communities are safer and feel safer whilst managing unprecedented cuts to our budgets.

With over 2000 fewer police officers and staff than in 2010 and further government cuts to come we need to change the way we police our communities to better protect people and make sure police estate is fit for purpose into the future.

It is not buildings but dedicated police officers and staff who work to keep us safe and some police buildings are too big and expensive to run, provide poor accommodation, are badly located and are not conducive to partnership working.

There is a clear need for estate to reflect the realities of today's policing and better meet the needs of our communities and this strategy sets out the overriding principles for future decisions regarding police estate across West Yorkshire.

I continue to protect neighbourhood policing as a priority and when future decisions over estate are taken a more suitable local police base will have been identified and community consultation and communication will be undertaken.



**Dee Collins**  
West Yorkshire Police  
Temporary Chief Constable

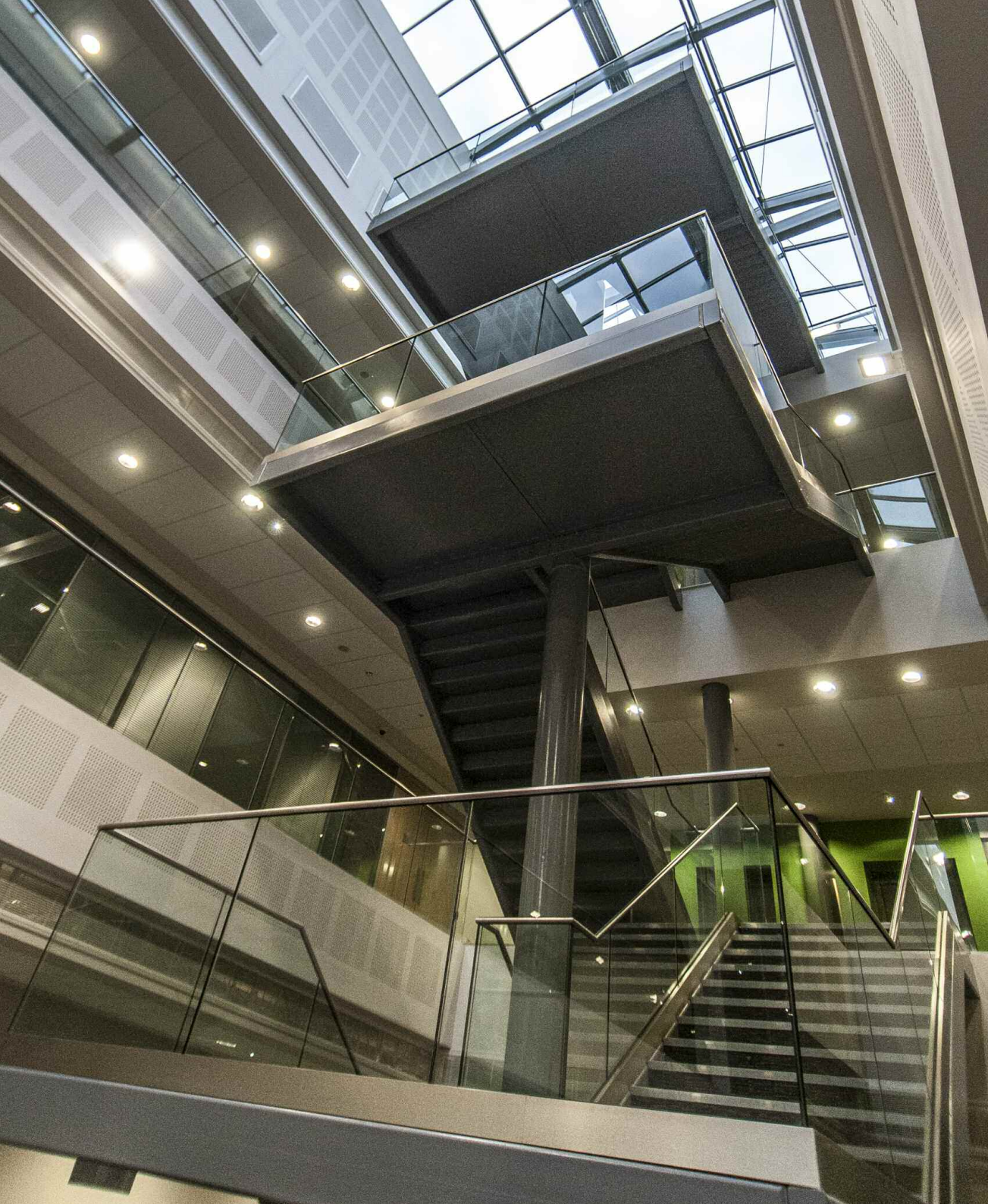
The Police Service is facing some extremely challenging times, with unprecedented budget cuts being imposed and the changing nature of demand placed on the Force, meaning that our limited resources need to be managed carefully to provide the best possible service to the communities of West Yorkshire.

In order to maintain services to the public with fewer resources the Force has invested in its I.T. infrastructure to allow Officers and PCSOs to remain in the communities they serve, rather than return to Police Stations. Public accessibility has been improved through other means such as on-line crime recording and social media, which has contributed towards a reduction in the levels of face to face contact at Public Enquiry Counters we have seen in recent years. In addition, much closer links have been forged with partner organisations to ensure that we work together to protect the most vulnerable in our society, which has been developed through a number of co-located teams being created across West Yorkshire.

This Estate Strategy provides a clear framework to make informed decisions about how the property portfolio can best contribute to meeting our corporate objectives within the financial and operational context as well as the changing nature of society.

The Strategy ensures the degree of flexibility the Force needs to provide an estate which maintains the right balance of accommodating our fixed assets, such as custody, together with providing fit for purpose accommodation in key locations to support a more mobile workforce.





# Purpose

The purpose of the Estates Strategy is to set out the strategic direction for the Force estate so that it supports the Force Policing Strategy and Police and Crime Plan. An Estate Strategy is needed to plan ahead for the changing nature of policing which is increasingly mobile, agile and in partnership with other agencies.

In particular the Estate Strategy will:

- Set out how the Estates Department will work with the Commissioner and the Chief Constable to ensure fit for purpose facilities that are required to deliver effective operational policing;
- Support the frontline by providing fit for purpose buildings and facilities to support operational requirements; and
- Support the delivery of the Police and Crime Plan and complement other plans and strategies such as the IT Strategy, Programme of Change Strategy and Carbon Management Plan.

Underpinning the Estate Strategy is a detailed Plan about how the priorities for the estate identified in this strategy will be implemented.





# Context

West Yorkshire Police's estate currently consists of some 113 premises. The estate ranges from state of the art facilities at Carr Gate, Elland Road and Normanton, through to a number of predominantly office oriented buildings to a mixture of more modern and dated local police stations. Many of these operational buildings are inefficiently used and expensive to run and maintain. The estate currently costs £13.56 million each year to run and this bill is increasing. By putting this strategy in place the Commissioner can reduce these costs by over £2 million year on year, thereby minimising the impact on front line policing and key support posts.

The police estate needs to accommodate many functions which are specific to the Force's requirements, this is not just as simple as finding alternative office accommodation for teams, although in some instances this is appropriate. Some of our key functions include custody, control rooms, IT data centres, covert premises, mounted section, police dogs, helicopter and storage.

# Drivers for Estates Strategy

There are a number of key drivers for the Estates Strategy including:

- The Force Strategy for the future, which will implement significant changes to policing over the next five years, many of which have implications for the estate including the number and location of police buildings, custody services, public contact facilities and co-located premises with partners;
- The workforce is becoming more mobile and agile through investment in IT. For example with handheld devices police officers do not need to routinely return to police buildings, meaning they are more productive and visible, working within communities. In addition, the force is becoming more agile with officers and staff working from different locations, co-located with partners and where appropriate from home. This not only improves productivity and makes financial savings, but it also means there is less need for a large estate;
- Public Sector services such as policing are receiving significant reductions in the budget as part of the Government's austerity measures. After people, the estate is one of the biggest costs to the Force and PCC. There is a need to reduce the estate to contribute to the financial savings and optimise the numbers of police officers and staff;
- The numbers of officers and staff are reducing as a result of budget reductions and with a more agile and flexible workforce, estate rationalisation is appropriate as a large estate is no longer needed;
- The Force Strategy supports partnership and collaboration for streamlined and integrated service delivery. Significant progress has been made with police working from partner buildings such as local authorities and the fire service or partners co-located in police buildings. Increased collaboration and interoperability with other forces, partners or blue light agencies is essential in order to provide specialist policing capabilities (at a regional level) or addressing criminal/community safety issues where a partnership response is critical (e.g. adult and child safeguarding). The Estate Strategy must remain flexible enough to meet the changing demands on the estate;
- The Force has a responsibility to provide an energy efficient estate. The Estate Strategy therefore must complement our environmental objectives and Carbon Management Plan; and
- Delivering improved services to our communities.





# Vision

The Estate Strategy aims to deliver an estate which will be more efficient and of lower cost to run and which is flexible enough to respond to the developing service requirements. It will allow the Force to maintain high quality services, to improve effectiveness and to ensure good value for money by the efficient use of a key resource. The Strategy seeks to deliver the right balance between operational delivery and affordability.

Our Vision is to:

- Create an efficient, fit for purpose and sustainable estate that delivers value for money and facilitates flexible working in line with the Police and Crime Plan;
- Deliver an Estate which provides an appropriate level of security for officers and staff and information;
- Obtain views of the community and partners to inform our decision making process; and
- Provide a visible and accessible service which enables multi-agency working and promotes visible policing.

# How does the Estate Strategy support the Force Purpose and Operational Blueprint?

## Police and Crime Plan:

*Make sure communities are safer and feeling safer*

Force Purpose	Protect the Vulnerable	Attack Criminality	Reduce Crime	Provide Reassurance	Provide Value for Money
Estate Strategy Principles	Enable co-location of partners within police or partner buildings (e.g. Multi Agency Safeguarding Teams)	Support the need for increased collaboration to deliver specialist capabilities	Provide appropriate custody suites and services to deal with offenders and facilities for people to report crime	Provide local deployment bases and public contact facilities and support the agile/visibility programme	Implement the estate rationalisation programme to ensure and appropriate and fit for purpose estate for operational policing





The Force Blueprint sets out how the Force will transform over the next five years to support operational policing and meet the significant financial reductions we face.

The Force has a New Operating Model which is structured around four cornerstones of service delivery which deliver against the Force Purpose and are:

- Local policing services delivered in partnership
- Protective Services delivered in collaboration
- Shared Corporate Services
- Organisational Leadership and Assurance

The Estate Strategy underpins each element of the New Operating Model given the implications of structural changes to services delivery on the estate.

To ensure delivery against the New Operating Model, the Force has undertaken a programme of reviews around how policing and its support services are delivered across West Yorkshire. The outcomes from this programme will influence the way that business services are delivered in supporting this revised model of policing, affecting both physical buildings and the use of IT and information management.

The provision of a suitable estate and facilities will be kept under review whilst the operating model is implemented and refined but the use of localised deployment bases is the key footprint of the Estate Strategy supported by a range of public contact facilities across the Force area.





# What has been achieved to date?

In supporting the Police and Crime Plan and Force Strategy/Blueprint, a number of significant achievements have already been made:

- Opening of new facilities through the Private Finance Initiative at Elland Road, Leeds and Havertop Lane, Wakefield as well as a state of the art specialist training facility at Carr Gate.
- Disposal of a number of aging police stations and training facilities in the Leeds and Wakefield areas to contribute to the funding of Elland Road, Havertop Lane and Carr Gate complexes. Where appropriate, alternative cost effective facilities have been provided to support the local policing footprint often in partner premises, namely Local Authority or West Yorkshire Fire and Rescue Services.
- Rationalising the leased estate that was previously occupied predominantly by back office functions, to reduce revenue costs. This was achieved through the promotion of agile working and 'hot desking'.
- Rationalising service contracts, for example, cleaning and repair and maintenance to reduce revenue costs.
- Delivered a number of energy reduction initiatives, including energy efficient lighting schemes and boiler replacement schemes.
- A number of partnership collaborations have been delivered in conjunction with Local Authorities, Fire Service and other partner organisations.

# Estate Delivery Plan

There remains a significant amount of work to be undertaken to fully support the implementation of the Force Blueprint and Police and Crime Plan, which is reflected in the priorities below:

Objective	Milestones
Provide an estate which meets the operational needs of Policing, including custody, communications and IT infrastructure, local Policing and Specialist Services	<ul style="list-style-type: none"> <li>Continued review of the estate to meet operational needs</li> </ul>
Review the options for more cost effective premises where it has been identified that current facilities are under-utilised. This may be through co-location, bringing partners into police buildings or police working from partner buildings.	<ul style="list-style-type: none"> <li>Reduction of the floor area of the Force</li> <li>Reduction in running costs for the estate</li> <li>Building sales forecast achieved</li> <li>Reduction in building stock</li> </ul>
Maximise the use of space within buildings by enabling better, modern, agile ways of working and working closely with partner agencies.	<ul style="list-style-type: none"> <li>Improved utilisation of police premises and/or partial sale of asset</li> <li>Reduction of workstations in line with the IT Strategy and occupational standards</li> <li>Development of measures of cost per workstation to demonstrate savings</li> <li>Implementation of agile working practices across the estate</li> </ul>
Design and locate buildings that are fit for purpose and relevant to the support of operational policing.	<ul style="list-style-type: none"> <li>Identification of required locations for police buildings and police community bases</li> <li>Agreement of buildings specification</li> <li>Production of options appraisal for delivery of appropriate facilities</li> <li>Co-location update and new location opportunities.</li> <li>Reduced operating costs</li> </ul>
Ensure buildings meet all Health and Safety requirements and security standards.	<ul style="list-style-type: none"> <li>Provision of annual Governance Reports for key legislation relating to the management of the estate.</li> <li>Internal and external audit and monitoring.</li> <li>Carry out and act upon security audits across the Force's estate.</li> </ul>
Reduce the operating cost of the estate	<ul style="list-style-type: none"> <li>Improved Display Energy Certificate scores</li> <li>Full profile of energy consumption for every building</li> <li>Reduced cost per m<sup>2</sup> for facilities management services</li> <li>Improved performance on national benchmarking reports</li> </ul>
Self-generate funds to improve and enhance the estate	<ul style="list-style-type: none"> <li>Sale of buildings and police houses as per forecast.</li> <li>Planning applications completed to enhance sale value</li> <li>Maximum sale value achieved</li> </ul>





# Governance

As the Estate is owned by the Police and Crime Commissioner, he has ultimate responsibility for agreeing the Estates Strategy and to approve individual Business Cases. To support the PCC in managing the Estate, the following are the appropriate forums for decision making, prioritising workloads and monitoring progress against agreed plans:

- **Joint Executive Group** – chaired by the PCC, attended by senior representatives of the OPCC and the Chief Constable, plus key senior representatives with responsibility for agreeing the overall Estate Strategy and receiving updates against progress.
- **Assets Board** – chaired by the Treasurer to the PCC and attended by representatives of the OPCC and Force with responsibility for approving Business Cases which support the overall strategy and monitoring progress.
- **Accommodation Board** – chaired by the Deputy Chief Constable, attended by senior representatives of the Force with the responsibility for determining the operational requirement, identifying priority works and managing risk.

In terms of Force Accountability, the Chief Officer Team hold Business Services to account through quarterly Local Accountability Meetings, where delivery against the Estate Strategy is discussed.



